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ORD 0163-68

18 January 1968

**MEMORANDUM FOR: DD/S&T Representative
Committee on Professional Manpower**

**SUBJECT : Response to Questions from the DCI's
Committee on Professional Manpower**

The Career Services Panel of ORD has the following responses to your questions.

1. Paragraph 1: Each division chief determines the technical, educational and work experience qualifications for each position on his T/O. The qualifications are based largely on known or anticipated programs to be undertaken by ORD. These qualifications are reviewed by the front office prior to submission to Personnel Recruitment.
2. Paragraph 2: During the early years of ORD, the office concentrated on hiring division chiefs with management skills and a few outstanding technical officers. During the past two years, we have recruited a broader mix of individuals which now include some with less work experience but with excellent training. At the other end of the scale we have recruited a few project manager types as the R&D results become translated into systems.
3. Paragraph 3: The applicants which we have hired have satisfied the requirements established. However, in some instances we have been unable to find candidates for certain positions. There has been no change in this situation during the past year or so.
4. Paragraph 4: We feel that the position standards are satisfactory in most cases. Inability to fill certain positions has been because of salary limitations in certain technical fields which are highly competitive in today's market.

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5. Paragraph 5: Identification of the "comers" in the office occurs in two ways: first, through recognition by the division chiefs and the front office based upon proven accomplishments; and second, through an annual competitive evaluation carried out by the Career Services Panel. The competitive evaluation involves a case by case review of each employee by his division chief, by a second disinterested division chief, and finally by the Panel itself. During this review, suggestions and recommendations are made regarding each individual's career development.

6. Paragraph 6: We believe that we have a substantial number of employees below the level of deputy division chief who could provide leadership in the next ten to fifteen years, provided there are sufficient inducements to keep these individuals within the Agency.

7. Paragraph 7: Potential employees who have chosen not to join the Agency have generally made this decision because of substantial salary discontinuities, particularly as compared with industry which will permit them to undertake creative work at the bench or because they feel that by joining the Agency their professional relationships would be unduly restricted. In two cases, individuals selected NSA because that organization offered, as part of their recruitment pitch, an opportunity to immediately enter a full year of graduate study at a university in the Baltimore-Washington area at full salary and tuition.

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Deputy Director
of
Research and Development

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ORD: (18 January 1968)

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GROUP 1
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downgrading and
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ILLEGIB

10 January 1968

TO: D/ORD

SUBJECT: DCI's Committee on Professional Manpower

Please have your Career Service Panel, by 22 January, provide concise, pithy, well-reasoned answers to the following questions:

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(1) How does your Office establish the specific qualifications required for personnel who will be recruited to fit your Office vacancies? If there is more than one method, in general, by which you arrive at a given position qualifications list, please describe each as briefly as possible. If in general you do not set up a fairly complete set of qualifications, please state this.

(2) Taking into account that some of the DD/S&T Offices are relatively new, comment as well as you can on whether such hiring standards or position qualifications have gone up, down, or stayed about the same as compared to four or five years ago.

(3) How well does your Office believe the applicants which you ultimately have been able to hire fit the requirements established as per question (1)? Has there been any significant change in this situation in the last year or so?

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(4) Do you believe that the position standards which you use for recruiting are satisfactory to carry out your Office functions, assuming you have succeeded in hiring personnel who meet them? If you have not been able to hire such personnel, are your standards set too high as regards Agency hiring capability? Are your standards too low because you have reduced them through failure to hire desired personnel in the past?

(5) How do you identify the comers in your Office? How do you in general, if at all, plan for the career development of such individuals? Does the Mid Career Development Program play any significant part in such identification, or in the program development of the identified individuals?

(6) Do you feel that among the employees in your Office more junior than your present Division Chief - Deputy Division Chief level (or equivalent) you clearly see the necessary leadership potential that in 10-15 years will provide your Office with the leadership it needs, or do you feel that in fact there is a dearth of such people among your present Office staff?

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(7) Have you any suggestions to make as to how the Agency might improve its competitive recruiting position in competition with

- (a) Other US Government Agencies
- (b) Industry - business
- (c) Universities

DONALD F. CHAMBERLAIN
DD/S&T Representative
Committee on Professional
Manpower

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